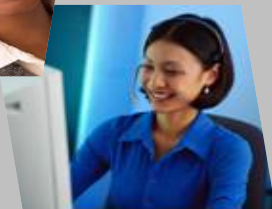




Office of Human Capital

Center Training Investment Strategy



Presented by:

Susan L. Whitfield/544-1933

Office of Human Capital/Training and Incentives

New Supervisor Orientation

November 28, 2007

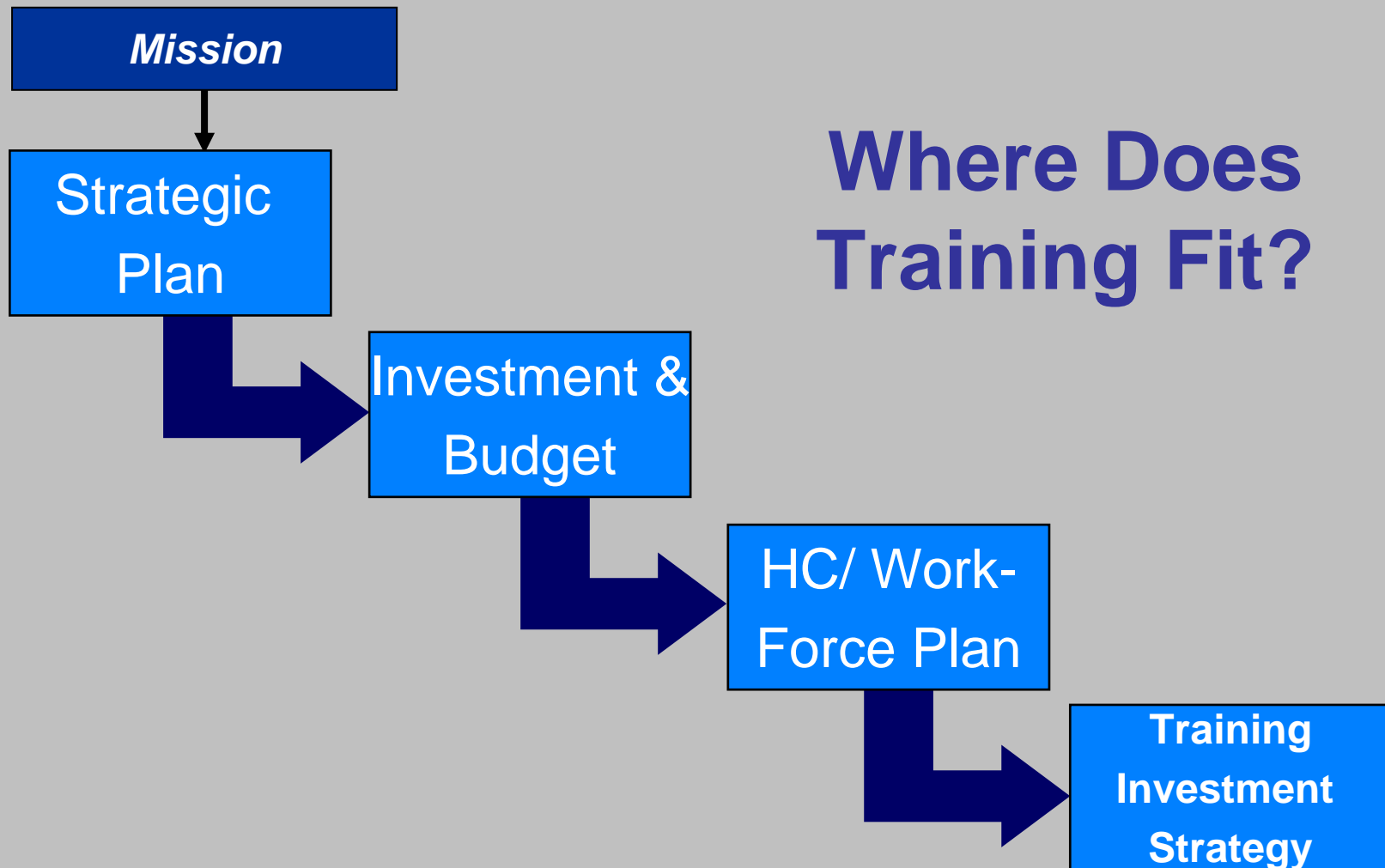
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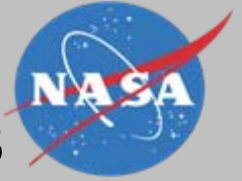
Human Capital Planning/Investment Hierarchy...



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Where Does Training Fit?





IMSB Decision Review - A New Approach in FY08

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- FY06 analysis (*presented to IMSB in November 2007*) revealed current state of training investment decisions, enabling a realistic understanding of MSFC's current training investment strategy.
- **'Employee Benefit', rather than 'Program Performance'**, most heavily weighted in MSFC's current training strategy.
- Center Leadership agreed that MSFC desires to alter the current investment strategy to one that is better aligned with performance and mission accomplishment.



Strategic Training Framework FY08

- **A Comprehensive Framework within Available Budget:**
 - Center level focused investments
 - Organizational 'elective' investments
 - Programs requiring nomination/selection
 - Emergent requirements integrated into plan throughout annual training period
- **Critical to Success:**
 - Alignment and integration with **Center** mission priorities and direction
 - Shift in 'thinking' around training investments (i.e., "performance" weighted versus "employee benefit")
 - Strong OHC partnerships with organizations - OHC's role within organizations must be one of increased consultation and guidance
- **Benefits for Organizations:**
 - Enables support for the workforce in achieving strategic outcomes
 - Makes training and developmental opportunities widely available to employees to enhance individual capabilities and competencies
 - Helps to build (and retain) a skilled and effective workforce
 - Improves overall organizational performance
 - Contributes to maintenance of scientific, professional, technical, and management proficiency

Supervisor Roles

1 Support Strategic Linkage

- Communicate organizational training policy messages to your employees, explaining the importance of individual employee training that 'lines up' with the strategic needs and direction of the organization in its support to the Center/Agency

- Employees highly value communication, guidance and feedback from their first-line supervisors!

2 Facilitate Linkage

- Encourage Employees to develop an Individual Development Plan (IDP) consistent with strategic linkage

- Approve training /conference requests that are consistent with the business objectives of the Center and the strategic goals of the organization

- Facilitate consistency and clarity (training can be denied for reasons other than funding)

3 Utilize Your Resources

- Get to Know and Count on Your Training Consultant!**

- Training & Incentives Office Website
 - IDP Application
- Self Study Learning Center
- On-Line Opportunities
- SHE Training Website
 - SATERN

Management

- Strategic Planning & Implementation
- Agency Board Membership
- Policy & Guidance
- Metrics Management

2 Specialists Deliver

HS40 Training Team Roles

1 Consultants Assess & Develop

- Build Client Relationships.
- Primary liaison to Center organizations to identify training & development needs
- Employ tools & best practices to address identified needs in the most efficient & effective manner possible
- Identify/leverage appropriate training vehicles & funding sources, integrating with other OHC offices as appropriate
- Follow-up to ensure interventions address the business need to client's satisfaction
- Special projects as required
- Lead innovative thinking

- SATERN Operations Management (Training & Conference Administration)
- NASA Shared Services Center (NSSC) Primary Liaison
- Self-Study Learning Center (SSLC)/G13/ Education/Training Facility (ETF) Scheduling
- Logistical Support
- Business Process & Readiness Support
- Purchasing

3 Technical Liaisons Follow-Up

- Project & Systems Support
- Analysis and Reporting
- SATERN Administration
- Change Management
- Website Support
- Communications Support
- Agency-level Systems Teams

Note: Incentive Awards Team not represented in this model



Training Consultant Assignments

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Center Organization	Training Consultant	Phone
ED/Engineering Directorate QD/Safety & Mission Assurance Directorate AS10/Environmental Engineering/Occupational Health	Schultz, Pat or McDonald, Ronald	544-7559 or 544-8315
CS/Office of Strategic Analysis & Communication HS/Office of Human Capital	McCaul, Denise	544-6505
VP/Science & Mission Systems Office JP/Exploration Launch Office MP/Shuttle Exploration Office	*Vacant	544-1164
SATERN Phase I and II Lead	Crump, Georgann	544-6525
AS01/20/40/50/Office of Center Operations LS/Office of the Chief Counsel OS/Office of Diversity and Equal Opportunity PS/Office of Procurement RS/Office of the Chief Financial Officer	Smith, Tina	544-7834

*Training Consultant will be on-board first week in December 2007. Contact Denise McCaul X4-6505 in interim period.



Key Take-Away Points

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- **Supervisors are the key to the desired shift in the Center's 'thinking' around training expenditures**
- **Several Sources for Funding/Obtaining Training**
 - Organizational 'Elective' Allocation
 - Strategic Allocation (Organizations work with Training Consultant to Communicate Requirements)
 - Leadership and Management Development Programs/PMAC
 - Academy of Program/Project and Engineering Leadership (APPEL)
 - Self Study/On-Line Opportunities
 - Organization and Leadership Development offerings (e.g., SLaTS/Lessons Learned, MSFC Leadership Development Series, Situational Leadership)
 - Mandatory/Required
- **Center Organizations Have an Assigned HS40 Training Consultant** to serve in a partnership with organizations and their supervisors (Administrative Officers are key points of contact for OHC); to assist with training planning, and to facilitate/deliver training in a way that is most effective and efficient for the Center; to provide expenditure reports and analysis to organizations.